



Human Resources Management

Overview and Summary Information

All Viewpoint-1 (AV-1)

November 2013 Baseline Release

November 2013

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1. OVERVIEW AND SUMMARY INFORMATION – NOVEMBER 2013 BASELINE RELEASE AV-1

1.1 Architecture Project Identification

Name: Human Resources Management (HRM) Enterprise Architecture (EA)

Sponsor: Under Secretary of Defense for Personnel and Readiness (USD(P&R))

Developing Organization: Personnel and Readiness Information Management (P&R IM)

1.2 Introduction

The November 2013 Baseline Release Overview and Summary Information All Viewpoint-1 (AV-1) document provides a high-level overview of the HRM November 2013 Baseline Release EA and related products.

1.3 Purpose

The purpose of the HRM EA is to support the various analytical processes that enable HRM transformation, including, but not limited to:

- Continuous process improvement/business optimization/business process re-engineering
- Information standardization and information management
- System certification and investment management
- Information technology (IT) portfolio analysis

Additionally, the HRM EA:

- Provides an “Overarching” framework that aligns architectures within the Human Resources (HR) community to the strategic goals of the DoD, P&R and the business owners; while allowing for development and enhancement of future HRM initiatives and programs
- Serves as a blueprint to improve/optimize, re-engineer, and integrate HRM best practices to implement solutions in response to emerging business needs
- Serves as a common lexicon of HR operational activities, capabilities, system functionality, and operational roles across Department of Defense (DoD)
- Fosters interoperability and net-centricity among HRM, DoD, other federal agencies and business partners
- Aligns and integrates the HRM architecture to the Business Enterprise Architecture (BEA)
- Identifies touch points or linkages between Component, HRM, Enterprise, and Federal Architectures
- Supports BEA compliance review
- Supports HRM portfolio and BEA End-to-End (E2E) business flow analysis
- Serves as Capstone Architecture for HRM

1.4 Scope

The November 2013 Human Resources Management (HRM) Enterprise Architecture (EA) release includes content in support of the Fiscal Year (FY) 2014 HRM Functional Strategy¹. Responding to the FY 2014 HRM Functional Strategy involved integrating architecture products developed as part of the deep-dive Integrated Product Team (IPT) effort for one HRM Capability (i.e., Manage Organization) and three HRM Sub-Capabilities (i.e., Manage Accession, Manage Recruiting, and Manage Transition Assistance Program). This release also includes updates resulting from structuring the architecture content to align with HRM Capabilities, as defined in the FY 2014 HRM Functional Strategy.

In response to a need for additional content in the Business Enterprise Architecture (BEA) to enable a comprehensive compliance assessment using the Architecture Compliance and Requirements Traceability (ACART) tool, numerous Activity Diagrams (OV-5b) were updated. These key elements will be integrated into a subsequent version of the BEA.

This release will also include architecture updates regarding the ongoing initiative to integrate civilian HRM content from Defense Civilian Personnel Advisory Service (DCPAS) and Military Health Systems (MHS) content from the Defense Health Agency.

The following outlines EA artifacts that have been developed for inclusion in the HRM Baseline November 2013 release:

- Integrated Product Team
 - Force Structure Management (HRM Capability: Manage Organization)
 - Development and integration of two distinct (i.e., Global Force Management Data Initiative (GFM-DI) Information Exchange Data Model (IEDM), HRM Organization) Logical Data Models (DIV-2); integration of updates to the: Operational Resource Flow Description (OV-2), Operational Resource Flow Matrix (OV-3), Operational Activity Decomposition Tree (OV-5a), Operational Activity Model (OV-5b), Operational Rules Model (OV-6a), Business Process Model (OV-6c), System Interface Description (SV-1), Systems Functionality Description (SV-4), Operational Activity to Systems Function Traceability Matrix (SV-5a) Models, Operational Activity to System Traceability Matrix (SV-5b), and corresponding Integrated Dictionary (AV-2).
 - The architecture content that supports Force Structure Management was updated for this release to include adding information exchanges to OV-6c models based on the corresponding OV-5b (IDEF0) in support of the GFM-DI.
 - Transition Assistance Program (TAP) (HRM Sub-Capability: Manage TAP)

¹The Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) HRM Functional Strategy identifies P&R-specific goals and related information that will facilitate the achievement of Strategic Management Plan (SMP) objectives and contribute to the realization of enterprise value from 21st century business practices.

- Development and integration of High Level Operational Concept Graphic (OV-1), OV-2, OV-3, OV-5a, OV-5b, OV-6a, OV-6c, SV-1, SV-4, SV-5a models, and AV-2.
- The Manage TAP Sub-Capability already existed in the architecture but was updated to include feedback from the Transition to Veterans Program Office (TVPO) that validated the updated EA artifacts.
- The concepts from deleted operational activities (i.e., Conduct Assessment for Transition Assistance, Document Transition Assistance Selections, and Coordinate Transition Assistance) have been integrated into the Perform Career Readiness Initial Assessment, Administer Transition Assistance Program, Complete Transition Assistance Program Requirements, and Assess Career Readiness operational activities.
- Officer Accession (HRM Sub-Capability: Manage Accession)
 - Development and integration of changes to the OV-2, OV-3, OV-5a, OV-5b, OV-6c, SV-4, SV-5a, SV-5b, and corresponding AV-2 to reflect the updated processes associated with performing officer preliminary screening.
 - Working groups with Accessions Policy (AP) were conducted to validate and update the architecture as it relates to Officer Accession.
- Manage Recruiting (HRM Sub-Capability: Manage Recruiting)
 - Development and integration of OV-2, OV-3, OV-5a, OV-5b, OV-6a, OV-6c, SV-1, SV-4, SV-5a, SV-5b, and corresponding AV-2.
 - The Manage Recruiting Sub-Capability already existed in the architecture but was updated to include feedback from the Service stakeholders that validated the EA artifacts.
 - The concepts from the previously existing operational activities (i.e., Manage Applicant Prospecting, Conduct Research to Identify Prospects, Establish List of Potential Prospects, Perform Applicant Prescreen, Manage Recruitment Applicant, Coordinate Applicant Package, Formulate Applicant Mitigation Plan, Manage Recruitment Goals, and Administer Enlistment Process) have been updated with the Develop Recruitment Plan, Identify Recruitment Candidates, and Make Service Accession Decision operational activities. In addition, the Manage Members in Delayed Entry Program operational activity was moved to the HRM Sub-Capability Manage Accession.
- HRM EA Development
 - HRM Architecture Alignment to HRM Capabilities
 - The alignment of architecture to HRM Capabilities, as defined in the FY 2014 HRM Functional Strategy, has resulted in delivering architecture products by Capability and Sub-Capability. A fit/gap analysis was conducted on the HRM Architecture (i.e.,

- OV-2, OV-3, OV-5a, SV-1, SV-4, and SV-5a) to determine the updates necessary to complete the alignment. Subsequently, 24 Capability-based SV models (i.e., SV-1, SV-4) and 52 Sub-Capability-based SV-5a matrices were updated for this release.
- HRM Architecture Alignment to BEA
 - Development of leaf-level OV-5b (IDEF0) to align the architecture's operational activities to BEA for subsequent use in ACART for compliance purposes.
- HRM Federation
 - Civilian Human Resources Management
 - Updated HRM EA with DCPAS content (i.e., OV-5a, OV-5b) resulting in the modification of OV-5a, OV-5b, and SV-5a for four HRM Capabilities (i.e., Manage Organization, Manage Performance, Manage Separation and Retirement, and Manage Human Resources Management Policy and Guidance).
 - The concepts (i.e., Conduct Succession Planning, Provide Human Resources Consultative Support, and Measure Human Resources Performance) from the deleted operational activity Manage Personnel Planning have been captured and realigned under the HRM Capabilities Manage Organization and Manage Human Resources Management Policy and Guidance.
 - Military Health Systems (MHS)
 - Updated HRM EA with the latest Defense Health System content providing in-depth details representing the MHS business. The architecture products that were integrated include OV-2, OV-3, OV-5a, SV-4, and SV-5a. Ongoing efforts will result in the additional content being included in subsequent releases.

2. HRM GOVERNANCE AND RESPONSIBILITIES

The HRM Core Business Mission (CBM) falls under the auspices of the USD(P&R). Three sub-core business missions comprise HRM: Military Health, Civilian HRM, and Military and Other HRM.

The Director, P&R IM serves as the HRM Manager. Senior executives/managers from each sub-core business mission represent the sub-core business mission areas in the governance structure.

3. P&R MISSION AND ARCHITECTURE VISION

3.1 Mission

The USD(P&R) is responsible for the DoD core business mission of HRM. This encompasses all HR-related processes necessary to recruit, train, and prepare personnel to populate warfighter and support organizations. This includes providing trained, healthy, and ready personnel to combatant and combat support organizations and ensuring timely and accurate access to all applicable compensation and benefits for all DoD personnel. The USD(P&R) supports continuous process improvement and, through FY 2013, certified all HRM IT systems.

The HRM community supports military members and their families, civilian employees, warfighters, DoD contractors, decision-makers, and the medical, travel, and law enforcement communities, pursuing initiatives that reflect commitment to all of those who are serving as well as those who have served. The USD(P&R) sponsors the development and fielding of systems and business practices for these customers. These systems and business practices support a diverse, cohesive Total Force and rapidly tailorable force structure, and deliver quality health services and travel management that meet the readiness needs of the Services.

P&R has the responsibility for key initiatives that directly impact and improve personnel management and readiness throughout the DoD. The goal is to improve and transform HRM business practices and information systems to better support the Service members, DoD military and civilian employees, the warfighter, and others with a Total Force approach.

HRM is the fusion of accurate human resources information, with respect to manpower, competencies (occupations, skills, education, and training), perception, accounting, individual readiness, patient accountability and status reporting, Service member unit and location, and assigned duty within organizations. This includes ensuring timely and accurate access to compensation and benefits for DoD personnel and their families and that Combatant Commanders have access to the timely and accurate data on personnel and their skill sets. Supporting warfighters with the right types of people, in the appropriate quantity, at the right place and time will significantly increase the opportunity for mission success.

3.2 Architecture Vision

The P&R architecture vision is for the HRM EA to support continuous process improvement and to serve as a blueprint to improve/optimize, reengineer, and integrate HRM best practices to implement solutions that result in providing world class support to the warfighter and other DoD customers while providing savings to the American taxpayer.

4. LINKAGES TO OTHER ARCHITECTURES

The HRM EA is developed based on the DoD Architecture Framework (DoDAF) Version 2.0. The primary enterprise architectures related to the HRM EA consist of:

- Information Enterprise Architecture (IEA), Version 2.0, August 10, 2012
- DoD BEA, Version 10.0, March 2013
- Federal Enterprise Architecture (FEA) Consolidated Reference Model, Version 2.3, October 2007
 - Business Reference Model (BRM), Version 3.0, June 25, 2012
 - Service Component Reference Model (SRM), Version 2.3, October 2007
 - Technical Reference Model (TRM), Version 2.3, October 2007
- Component Enterprise Architectures

- DCPAS Enterprise Architecture
- MHS Enterprise Architecture
- Military and Other HRM Enterprise Architecture is fully integrated into the HRM EA

5. ARCHITECTURE VIEWPOINT AND PLAN

Architecture viewpoints represent the primary goals of, or questions posed to, the architecture. These viewpoints drive the ultimate form of the architecture, including specific DoDAF view requirements, granularity decisions, and notation choices.

The HRM EA includes specific products to support multiple view points; Investment Review, Investment and Portfolio Management, data management, and in part, system development. The overall objective is to support interoperability, integration, migration, and information assurance decision requirements with respect to DoD and Core Business Missions (CBMs).

These viewpoints support:

- Development of a common lexicon for operational activities, system functions, and operational roles across the HRM EA
- Business process analysis to support continuous process improvements within the HRM community
- System analysis to support Investment Review Board (IRB), acquisition, and other portfolio analyses
- Long-range IT transition planning
- Data management to support net-centricity

6. HRM EA VIEWPOINTS AND PRODUCTS

Each HRM EA release will consist of only those DoDAF products required to support specific analytical processes. Table 6-1 HRM DoDAF Products shows the specific products currently under development.

6.1 HRM EA Products

The following architectural products have been updated or developed for the current version of the HRM Architecture. For a complete list of previously published products, see the Human Resources Management Overview and Summary Information All Viewpoint-1 (HRM AV-1 Overview).

Table 6-1 HRM DoDAF Products

VIEW	VIEWPOINT NAME	DESCRIPTION	SUMMARY OF CHANGES
AV-1	Executive Overview and Summary	The HRM AV-1 defines the purpose, scope, objectives, and architectural approach necessary to integrate the HRM Enterprise Architecture. The AV-1 will identify the Key Performance Parameters (KPP), core processes and relationships to other architectures, limitations and constraints.	<ul style="list-style-type: none"> For the HRM Baseline November 2013 Release, the AV-1 document has been updated to include changes identified from the integration of the following development efforts; Manage Officer Accession, Manage Recruiting, Force Structure Management, and Transition Assistance IPT; HRM federation of DCPAS and MHS architectures.
AV-2	Integrated Dictionary	The HRM AV-2 is a dictionary of terms for each architecture product. In every architectural release, the AV-2 is updated to include added, deleted, or changed names and definitions for all objects in the encyclopedia.	<ul style="list-style-type: none"> All definitions for EA content have been updated for each HRM Capability included in the November 2013 Release.
DIV-2	Logical Data Model	The HRM DIV-2 depicts a set of HRM data entities and their relationship, including their key attributes. It also includes data entities from other business areas as they relate to HR.	<ul style="list-style-type: none"> Added 2 models
OV-1	High-Level Operational Concept Graphic	The HRM OV-1 depicts a high-level graphical/textual description of the operational concept.	<ul style="list-style-type: none"> Added 1 model
OV-2	Operational Resource Flow Description	The HRM OV-2 depicts the HRM roles and the interactions among those roles necessary for the execution of HRM Capabilities.	<ul style="list-style-type: none"> Updated 47 models
OV-3	Operational Resource Flow Matrix	The HRM OV-3 details the interactions illustrated in the HRM OV-2. The OV-3 includes characteristics of the information exchange such as the description, the source and destination node, and the source and destination operational activity.	<ul style="list-style-type: none"> Updated 36 models

VIEW	VIEWPOINT NAME	DESCRIPTION	SUMMARY OF CHANGES
OV-5a	Operational Activity Decomposition Tree	The HRM OV-5a describes the activities that are performed to support HRM business capabilities, operational activities, and relationships among activities.	<ul style="list-style-type: none"> Added 207 Operational Activities Renamed 1 Operational Activities Deleted 40 Operational Activities
OV-5b	Operational Activity Model	The HRM OV-5b IDEF0 describes capabilities, operational activities (or tasks), Input/Output (I/O) flows between activities, and I/O flows to/from activities that are outside the scope of the architecture. Additional data can show cost, performers, or other pertinent information.	<ul style="list-style-type: none"> Added 62 models
OV-6a	Operational Rules Model	The HRM OV-6a outlines the high-level DoD laws and regulations that identify business rules standards, contained in the HRM ES that constrain operations to the HRM architecture.	<ul style="list-style-type: none"> Updated 4 models
OV-6c	Business Process Model	The HRM OV-6c describes the processes that are performed to support a specific HRM Capability. [Note: HRM used the business process modeling notation (BPMN) in developing the OV-6c in accordance with the April 4, 2011 memorandum “Use of End-to-End (E2E) Business Models and Ontology in DoD Business Architectures”.] HRM EA contains three process model types: High-Level (HL), Business Process Standard and Context process models. The HL Process Model is a sequential depiction of the leaf-level operational activities contained in the OV-5a. The Low-Level (LL) Process Model depicts the lowest level of details for the activities depicted in the HL model. The LL models contain tasks that can no longer be broken down or are at its atomic level from an enterprise perspective. The Business Process Standard (BPS) Process Model is dictated by HRM ES which show a sequence of events that must be	<p>HL OV-6c</p> <ul style="list-style-type: none"> Updated 4 models <p>Context OV-6c</p> <ul style="list-style-type: none"> Added 4 models Updated 9 models

VIEW	VIEWPOINT NAME	DESCRIPTION	SUMMARY OF CHANGES
OV-6c (cont'd)	Business Process Model (continued)	performed as directed by laws, policies and regulations. The Context Process Model depicts the scope and contents of the capability and the possible sequence of events that may be performed in that area. The BPS and Context process models are LL process models.	
SV-1*	Systems Interface Description	The HRM SV-1 shows alignment of systems to HRM Capabilities they support and are color-coded by DoD Component for improved visibility of system ownership.	<ul style="list-style-type: none"> Updated 24 models
SV-4*	Systems Functionality Description	The HRM SV-4 illustrates decomposition of system functions (logical) which support HRM Capabilities and Sub-Capabilities.	<ul style="list-style-type: none"> Updated 23 models
SV-5a*	Operational Activity to Systems Function Traceability Matrix	The HRM SV-5a is a matrix which maps Operational Activities and System Functions within HRM Capabilities and Sub-Capabilities	<ul style="list-style-type: none"> Updated 43 models
SV-5b*	Operational Activity to Systems Traceability Matrix	The HRM SV-5b is a matrix which maps systems back to Operational Activities.	<ul style="list-style-type: none"> Updated 4 matrices

* Will not be released as part of the HRM November 2013 Release set of products

7. TOOLS AND FILE FORMATS USED

All architecture products for the HRM Baseline November 2013 will be stored on the HRM website http://www.prim.osd.mil/cap/w_hrm-ea.html and are available for distribution by disk.

Operational Viewpoint and All Viewpoint Products:

- Rational® System Architect® (Version 11.4.1.2) for EA Products
- Rational® Suite Enterprise (Version 7.0)
- Microsoft Office 2010 Suite (Word, Excel, Access, PowerPoint)

Systems Viewpoint Products:

- Rational® System Architect® (Version 11.4.1.2) for EA Products
- Rational® Suite Enterprise (Version 7.0)
- Microsoft Office 2010 Suite (Word, Excel, Access, PowerPoint)

Technical Viewpoint Products:

- Rational® System Architect® (Version 11.4.1.2) for EA Products
- Microsoft Office 2010 Suite (Word, Excel, Access, PowerPoint)

8. FINDINGS AND RECOMMENDATIONS

Findings and recommendations have been developed based on the following architecture efforts:

- MHS EA Integration
- DCPAS Integration
- Force Structure Management IPT
- Officer Accession IPT

8.1 MHS EA Integration

8.1.1 Findings

The leaf-level decomposition OV-5b IDEF0 models in the HRM EA do not reflect the information exchanges (inputs and outputs) as depicted in the MHS EA. Future MHS releases will rework the child-level OV-5b IDEF0 models to balance information exchanges depicted on the both architectures.

P&R IM should continue to work with MHS to integrate content into the HRM EA. Also, rework of the information exchanges between the MHS architecture and the other CBMs is needed in future releases.

8.2 DCPAS EA Integration

8.2.1 Findings

Some areas in the HRM EA incorporate the civilian business through the activity definitions or explicitly depict civilian-specific operational activities. The HRM EA is still mostly focused on military processes. The need to federate and/or integrate the civilian architecture into the HRM EA will ensure that the content of the architecture fully represents all of the HRM Capabilities.

8.2.2 Recommendations

As DCPAS progresses in developing their architecture, a need to continuously share the civilian architecture with P&R IM will ensure the civilian business is fully integrated into the HRM EA and the BEA. DCPAS plans to share their architecture efforts for the Civilian HR Sub-CBM and discuss how they align with the FEA and with P&R IM efforts. P&R IM will continue to provide DCPAS its approach in building out the architecture with the Services/components. P&R IM and DCPAS will be working together to develop the Civilian EA and federate its content into HRM EA and BEA.

8.3 Force Structure Management IPT

8.3.1 Findings

As part of the development and integration of updates to the Manage Organization HRM capability in support of GFM-DI, the need to further develop the entire Manage Organization EA

business areas was identified. Additionally, the requirement to coordinate data element and exchange standards, and how to depict compliance within the BEA is needed.

8.3.2 Recommendations

HRM, Office of Deputy Chief Management Officer (ODCMO), and other Principal Staff Assistants (PSAs) should work together to further define data compliance requirements and the supporting data attributes and data exchange standards. As the development of the HRM EA continues in the future, P&R IM should identify and work with stakeholders to further develop, decompose, and validate the Manage Organization HRM Capability.

8.4 Officer Accession IPT

8.4.1 Findings

During the development, integration, and federation of the Manage Accession HRM Sub-capability, stakeholders identified need to document a more precise set of data attributes for a Member (or Officer) entrance profile. Although some elements within this profile have already been defined, stakeholders noted that more work remains to define the complete set of data necessary to process an applicant. This set of data may be greater than what is currently identified on DD Forms.

8.4.2 Recommendations

P&R IM shall leverage Accession Data information previously documented and continue efforts to build out a foundation of Service member entrance profile data attributes (and possible Accession data exchange standards) which can be reused throughout the HRM EA.